

2022-2026

STRATEGIC PLAN



*Wyoming Department of Enterprise Technology Services (ETS)
Office of the Chief Information Officer (OCIO)*

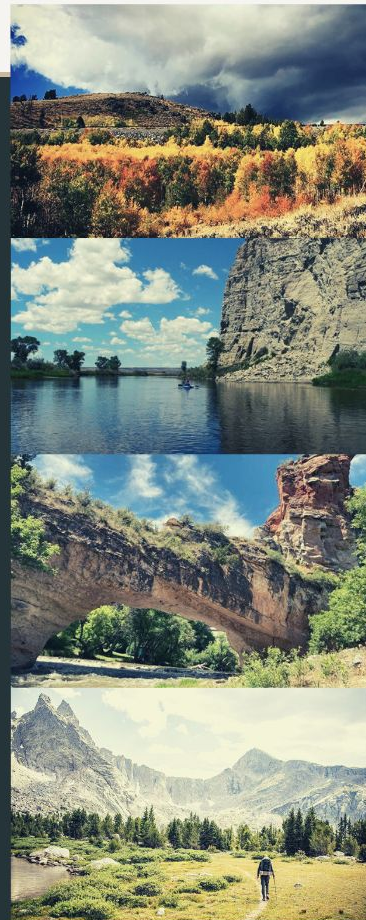
Prepared for the Wyoming State Legislature

Presentation **OVERVIEW**

- Updated Mission, Vision, Values
- Organizational Realignment
- Strategic Themes, Goals, & BerryDunn Recommendations
 - Strengthen Partnerships
 - Modernize Digital Government
 - Continuous Improvement
 - Management of State Resources

"Always do right. It will gratify some
and astonish the rest."

-Mark Twain



About our **AGENCY**

Mission

To provide comprehensive technical leadership & solutions enabling agency partners to deliver their mission and goals in a secure, transparent, and fiscally efficient manner.

Vision

“Technology Services Supporting the Best Outcomes for Wyoming”

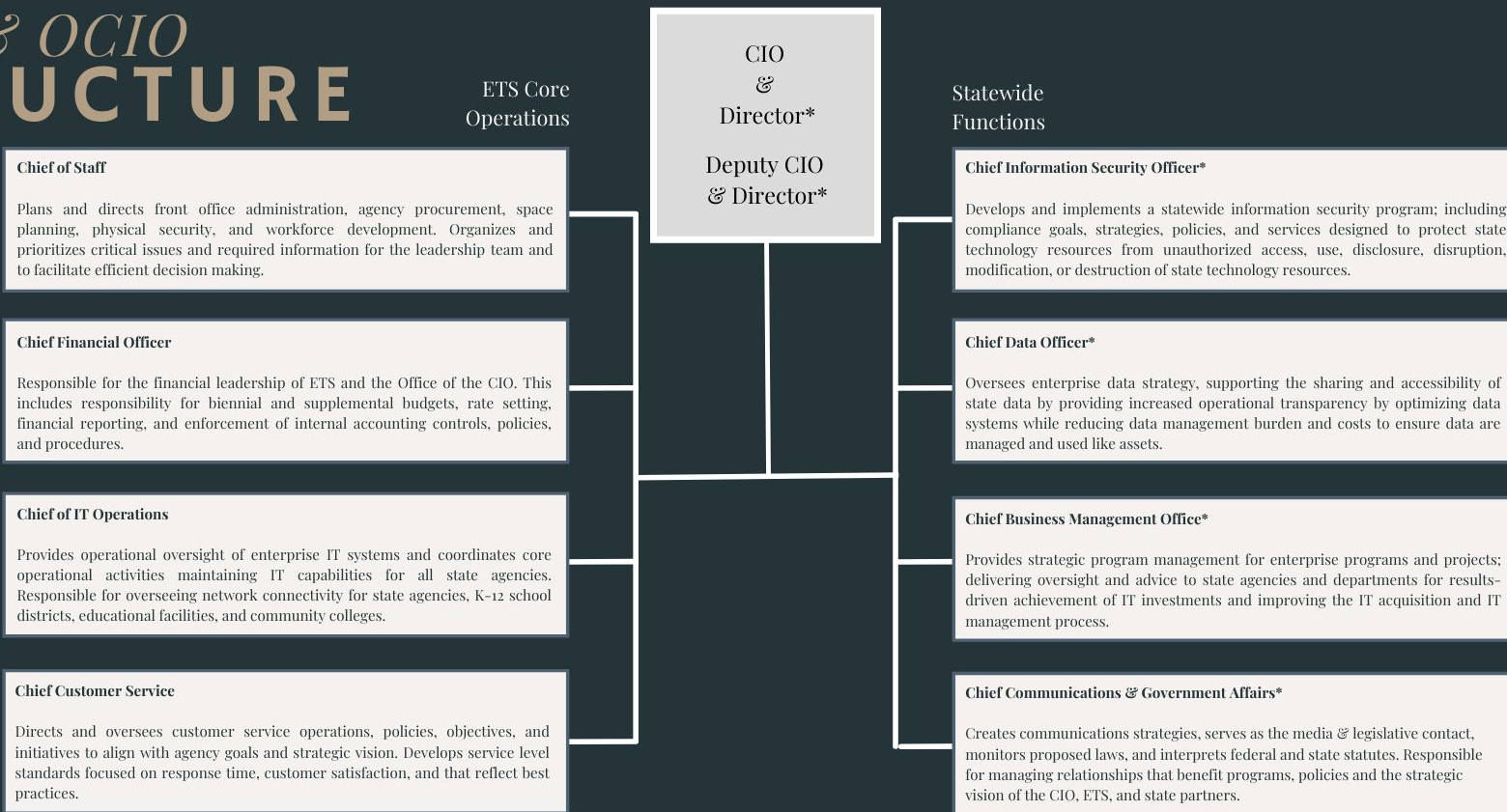
Values

Reliability, Efficiency, Collaboration,
Ownership, Transparency, Honesty, & Trust



Governor Gordon showing support for data privacy initiatives in the State of Wyoming.

ETS & OCIO STRUCTURE



Strategic Theme

STRENGTHEN PARTNERSHIPS

ETS supports approximately 83 agencies, boards, and commissions; and collaborates with all government entities. To promote governance and best utilize resources, state entities must work holistically with ETS throughout the project lifecycle to fully realize enterprise solutions and better position resources. ETS will use governance, organization, and communication strategies to strengthen partnerships.

GOAL - MATURING GOVERNANCE

Maturing governance is a prime objective toward improving partnerships by adapting practices and delivering services which better align with department and citizen needs. To mature governance, workflows and processes must be reviewed, evaluated, and monitored.

MATURING GOVERNANCE INITIATIVES

- Establish a Technology Investment Council (TIC) and an Executive Management Council (EMC) to advise the CIO.
- Implement and manage IT governance across state government.
- Review & evaluate existing workflows and processes.

BERRYDUNN RECOMMENDATIONS

- Page 16, Legislative, F ETS work at a strategic level with the Legislature and provide feedback to inform the JAC's process for deciding upon IT components of the budget bill.
- Page 1, Bullet 4 ETS is a young organization that has not developed maturity of process to effectively work with State agencies at a strategic level.

GOAL - IMPROVE ORGANIZATIONAL ALIGNMENT

The intent of strategic alignment is to use consistent and standard solutions when possible; reducing administrative overhead, driving greater efficiencies, lowering enterprise costs, promoting common branding, and enhancing customer experience.

ORGANIZATIONAL ALIGNMENT INITIATIVES

- Position resources to efficiently utilize staffing, technology, and budgetary allowances.
- Align agency practices to better deliver services.

BERRYDUNN RECOMMENDATIONS

- Page 14 Maturity 3. ETS enhances relationships by educating ETS staff in the business of agencies and formally documenting consultations on agency projects.

GOAL - IMPROVE COMMUNICATION

Positive and supportive communication promotes improved decision-making resulting in satisfied customers. A regular communications program will be reinvigorated as a means to assess customer performance and ensure that all partners and users are provided with information which enhances their understanding of state technology trends and programs.

COMMUNICATIONS INITIATIVES

- Encourage coordination and collaboration among stakeholders.

BERRYDUNN RECOMMENDATIONS

- Page 14, Review Process, 5. ETS works closely with agencies to ensure completeness of the Project Proposal.
- Page 14, Review Process, 2. ETS and State agencies partner for all IT funding request activities.

Strategic Theme

MODERNIZE DIGITAL GOVERNMENT

Digital government describes strategies used to provide modern services to public constituents within government. ETS uses these strategies to improve constituent and partner outcomes and ensure Wyoming does not accumulate unmanageable technical debt.

GOAL - ENHANCE CITIZEN SERVICES

Wyoming citizens use technology to access state resources when working with the state. Citizens expect applications to be easy to use and immediately available; utilizing contemporary capabilities for compatibility with today's modern devices. Digital government transformation efforts play a major role in making this happen.

MATURING GOVERNANCE INITIATIVES

- Modernize the state's online presence by providing modern digital services to citizens and updating online capabilities.
- Ensure Wyoming's IT assets are easily accessible for all citizens.

BERRYDUNN RECOMMENDATIONS

GOAL - EVALUATE EFFECTIVENESS OF IT INVESTMENTS

As IT investments are often measured by partner satisfaction, it is critical that ETS invests in capabilities that monitor performance, and consistently evaluate that performance. Collecting feedback from stakeholders helps ETS deliver improved interactions between government and constituents.

IT INVESTMENT INITIATIVES

- Use digital government strategies to evaluate initiatives using consistent and standard solutions, reducing administrative overhead, driving greater efficiencies, lowering enterprise costs, promoting common branding, and enhancing customer experience.
- Define roadmaps which align citizen services with business-friendly approaches.

BERRYDUNN RECOMMENDATIONS

- Page 14, Maturity 4. ETS works with agencies during strategic planning efforts to develop agency plans that support agency strategies...to strategically plan for future IT needs.



"Digital transformation enhances the citizen experience through improved customer communications, aligned customer expectations, and increased customer satisfaction."

-William Vajda

Strategic Theme

CONTINUOUS IMPROVEMENT

Improving services is an ongoing aspirational goal. ETS activities must be communicated to our customers and partners and evaluated to ensure effectiveness of our mission.

GOAL - PROMOTE CONTINUOUS IMPROVEMENT

ETS will use SMART (Specific, Measurable, Achievable, Relevant and Time-Bound) metrics to drive performance improvements, and seek to improve and invest in modern tools and capabilities facilitating situational awareness and understanding with our stakeholders when evaluating contributing data.

CONTINUOUS IMPROVEMENT INITIATIVES

- Improve existing processes and systems by including measurable performance expectations where appropriate.
- Evaluate new technologies, strategic programs and initiatives to advance efforts which improve performance; working continuously with all partners and stakeholders to identify & implement practices for improvement.

BERRYDUNN RECOMMENDATIONS

- Page 15, Standards & Controls, C. ETS develop standards and controls to ensure state agency processes are consistent with best practices.
- Page 14, Maturity 4. ETS works with agencies during strategic planning efforts to develop agency plans that support agency strategies...to strategically plan for future IT needs.

GOAL - IMPROVE CUSTOMER COMMUNICATIONS

By creating and fostering relationships we are able to improve collaboration efforts, align goals, promote transparency, and refine funding and resource coordination.

CUSTOMER COMMUNICATIONS INITIATIVES

- Promote alignment of agency investments with enterprise strategies, participate in planning sessions, and provide technical leadership.
- Develop methods to assess agency technology performance and provide partners with information to ensure alignment of agency technology investments with Enterprise investments.

BERRYDUNN RECOMMENDATIONS

- Page 14, Maturity 3. ETS continues to be involved with agencies to ensure statewide shared technologies are leveraged when possible to ensure statewide technology alignment.
- Page 14, Review Process, 4. ETS mandates that an enterprise architecture discipline be used to ensure strategic alignment of the State agency business requirements and the technology.



"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

-General George S. Patton

GOAL - IMPROVE SERVICES

ETS service delivery and support activities will be monitored through well-defined agreements with partners and customers. ETS engagements will include service-level agreements (SLAs), key performance indicators, and other metrics to ensure all parties can evaluate effectiveness of those agreements.

IMPROVE SERVICES INITIATIVES

- Ensure activities are monitored through well-defined agreements with customers.
- Ensure ETS engagements include SLAs, key performance indicators, and other metrics.
- Improve and invest in tools and capabilities to facilitate situational awareness and understanding with our stakeholders when evaluating contributing data.

BERRYDUNN RECOMMENDATIONS

- Page 14, Maturity, 2. ETS works with agencies to map out a holistic data architecture vision prior to investing in large data-intensive systems.



Strategic Theme

MANAGEMENT OF STATE RESOURCES

Technology remains in a constant state of change and ETS must ensure its strategies and workforce remain agile by using workforce development strategies, developing a statewide architecture, and a mechanism for maintaining the state's investment portfolio.

GOAL - WORKFORCE MANAGEMENT

Workforce development remains the single most important objective for ETS. Having a strong workforce strategically aligned with business needs requires development, mentoring, and a culture promoting values of positive communication, honesty, integrity, and critical thinking. ETS must also invest in talent management for succession planning and recruiting of trained staff. Failing to accomplish these goals will impact future operations.

WORKFORCE MANAGEMENT INITIATIVES

- Implement training programs to develop necessary skills.
- Invest in talent management to develop plans for succession, recruitment, and performance management.
- Ensure the workforce is strategically aligned with business needs.

BERRYDUNN RECOMMENDATIONS

- Page 16, Resources, 2. Examine staffing to determine where there are insufficiencies to effectively address technology needs.

GOAL - PROMOTE FINANCIAL TRANSPARENCY

By efficiently and effectively managing resources, ETS will deliver priority initiatives to improve financial tracking, the work environment, efforts to hire and retain qualified staff, system management, and infrastructure management.

FINANCIAL TRANSPARENCY INITIATIVES

- Ensure funds are clearly defined and outlined for all stages of a project.
- BMO will maintain the state's investment portfolio ensuring transparent evaluation for planning and implementing enterprise strategies and mission support for department-specific objectives
- Develop a statewide architecture to achieve more technical interoperability permitting seamless information sharing and inter-agency workflows; ensuring compliance with functional, security, legal, and other requirements.

BERRYDUNN RECOMMENDATIONS

- Page 15, Standards & Controls, 3. Create a standard for how IT funding requests are represented; Standard should differentiate between one-time & recurring costs consistently.
- Page 14, Maturity, 1a. Planning process should link State agency requirements with business architectures, governance, and change management.
- Page 14, Maturity 1. ETS enhances its enterprise architecture capabilities, leveraging a specific enterprise architecture discipline that can be used by State agencies to assist them with more thorough IT funding request planning.

For Future **DISCUSSION**

- Budget Process Reform
- Statutory Revisions to Consider
 - Codify Chief Information Security Officer
 - Grant/pass through authority
 - Clean-up
 - IT Investment Process & Governance
- Review/Revise Current Reporting Requirements
- Review staffing levels
 - Mission-alignment
 - Cybersecurity
 - Business Management Office (to fulfil requirements of BerryDunn recommendations)
 - Data Governance
- Improve Customer Experiences & customer alignment

